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MEMORANDUM FOR: All Members of Clandestine Services Career Panels

SUBJECT: Training Recommendations

1. It is gratifying to note that training records and recommendations are becoming an integral factor in your consideration of promotion, reassignment and planning actions. In consequence, I should like to bring to your attention certain developments and concepts in the training program which may have a bearing on your actions.

2. In the same manner that our operational program is dynamic and responsive to current developments, the OTR operational training program is dynamic and responsive to DDP's changing needs. New courses are being developed, e.g., a course which will enhance the capability of DDP to collect scientific and technical data is in the offing; OTR has proposed a two-week Clandestine Action Techniques Course which is designed to acquaint our young officers with those skills which must be employed in [REDACTED]

Likewise, 25X1A14a old courses are being examined and reconstituted to keep abreast of our need, e.g., a recent examination of the Intelligence Reports, Reporting and Requirements Course (IRRR) has resulted in a decision to shorten the course and to direct the course to the case officer and to the novice reports officer. This review, moreover, emphasized the value of on-the-desk, in-service training in reports and requirements. Developments such as these are discussed with both the Senior Staff and Division Training Officers at scheduled meetings for their guidance in projecting and scheduling training. It would be advisable to seek and consider the recommendations of these training officers in your Career Service actions.

3. In the consideration of training as an arm of career development, the absence of an up-to-date set of training standards against which the individual's record can be measured is a handicap. We have had a revision of [REDACTED] under consideration for the past two years. As our program and our employees mature, it becomes increasingly evident that it is next to impossible to develop a concrete set of standards. Indeed, each individual presents a separate problem in which his experience, assignment, previous training, demonstrated competence, and even desire for training must be equated. At this point, the best we can do is to supply guidelines against which these factors can be weighed.

4. The Director of Training has repeatedly urged that training

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for the sake of training or training as a stop-gap measure be discouraged. He is most anxious that his program be utilized by those who need and will benefit from the training. Such need emerges most often at time of career planning or time of reassignment. It is conceivable that some individuals have no need for formal training at this time or even in the foreseeable future. This is particularly true in the case of the low-grade clerical employee for whom on-the-job training may suffice or of the specialist or support officer for whom the OTR program offers little that is new or appropriate to his assignment. Our training effort suffers in effectiveness and reputation each time a misfit is directed into a training course. This we must guard against.

5. Your attention is also called to the services available in the Assessment and Evaluation Staff of OTR. From the accumulated testing and training evaluative data, it is frequently possible to obtain immediate answers to questions on the individual's suitability for the projected assignment or promotion. Consequently, this facility, rather than directed training, should be utilized to assist in determining suitability for promotion or assignment, where necessary.

6. Your assistance in identifying areas of training where training coverage may be deficient or out-of-date and in bringing to my attention any other general training problems which may influence our career development effort will be welcomed.

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DDP Training Officer

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